



THE CITY OF DURHAM

2013-2016 SMALL BUSINESS COMPREHENSIVE PLAN

City of Durham
Office of Economic and Workforce Development
Small Business Advisory Committee
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<http://durhamnc.gov/ich/cb/oewd/Pages/Home.aspx>

DURHAM



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CITY OF MEDICINE

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Durham ranked the
31st best place for
Business and Careers
Forbes June 2011

Durham, #2, Best
Metros in North
Carolina for Business
(#8 nationally).
Forbes.com Sept. 2006

Durham MSA, #10
medium-sized metro
(175,000-500,000
residents) for women
entrepreneurs.
*Allbusiness.com November
2006*

Durham [sic] tied for
#11 on the list of the
"Best Cities" for
Business - the
measurement was
actually of MSAs.
*Market Watch December
2010*

Durham, NC metro
area 6th best
performing metros in
the country
Milken Institute 2010

Durham County, #18
in list of Top Small
Counties for
Entrepreneurs. Area
also placed 15th for
young companies and
38th in rapid growth.
682 counties were
ranked in this
category.
*Entrepreneur Magazine
September 2005*

*Credit: Cover Photo Courtesy of the Advanced Aerial Photography and the
Durham Convention and Visitors Bureau*

INTRODUCTION

Greetings Constituents and Stakeholders:



On behalf of the City of Durham Office of Economic and Workforce Development (OEWD) and the Small Business Advisory Committee (SBAC), I am pleased to present the 2013-2016 Small Business Comprehensive Plan.

Small businesses and entrepreneurial ventures, including service disabled veteran-owned small businesses; historically underutilized business zone (HUBZone) small businesses; small disadvantaged businesses; high-growth, high-impact ventures; fourth-sector social enterprises; women-owned small business concerns, etc. are a vital part of our economy and help to keep the City of Durham a nexus for business start-ups, retention and expansion.

The City of Durham, in its continuous efforts to support small business and entrepreneurship, created the Small Business Advisory Committee to assist businesses with technical support. Our role in providing business services is to maintain a comprehensive business development program that will support employment opportunities within the City and grow the tax base.

We are committed to our city's small business community having the capacity and opportunities to be successful. It is with this commitment that the Small Business Comprehensive Plan was written – recognizing that success is achieved with the necessary resources, attitude, and environment.

This is the beginning of an important and exciting period for the City of Durham Office of Economic and Workforce Development's Small Business Advisory Committee and its subcommittees.

If you have any questions, please do not hesitate to contact Grace Dzidzienyo in the Office of Economic and Workforce Development or her designee at (919) 560-4965 or by e-mail at: Grace.Dzidzienyo@durhamnc.gov

Sincerely,

A handwritten signature in cursive script that reads "Kevin S. Dick".

Kevin Dick
Director
Office of Economic and Workforce Development
City of Durham

CITY OF DURHAM

SMALL BUSINESS ADVISORY COMMITTEE MEMBERS

"Entrepreneurship... an area where we can learn from each other...where men and women can take a chance on a dream." – US President Barak Obama

Alvis Aikens, District 1

Glyndola Beasley
Durham Regional Financial Center

Maria Davis
Downtown Durham, Inc.

Derrick Drakeford
Durham Regional Financial Center

Armeer Kenchen
Generations Community Credit Union

Marion Lamberth
District 5/Northeast Central Durham Leadership Council

Michael Palmer
Self-Help Credit Union

John Parker
Good Work

Jennifer Sherwin
Self-Help Credit Union

Mary Speight
Small Business and Technology Development Center – NCCU

Ed Stewart
UDI Community Development Corporation, Inc.

Chris Wallace
North Carolina Institute for Minority Economic Development

Office of Economic and Workforce Development Staff

Grace Dzidzienyo
Senior Economic Development Manager

Thomas D. Leathers
Business Development and Neighborhood Revitalization Coordinator
Facilitator, Small Business Advisory Committee

Justin McDougald
Small Business Development Intern

OFFICE OF ECONOMIC AND WORKFORCE DEVELOPMENT'S BUSINESS SERVICES ROLE IN THE CITY OF DURHAM

Office of Economic and Workforce Development:

OEWD Purpose Statement: To innovatively drive economic prosperity in Durham

- Revitalizing Durham neighborhoods.
- Increasing Durham's commercial tax base.
- Assisting in attracting, creating, expanding and retaining businesses.
- Fostering a skilled workforce

The Office of Economic and Workforce Development (OEWD) blends efforts to strengthen and expand the economic foundation of Durham while addressing the employment needs of Durham residents and businesses. OEWD leverages Durham's considerable assets, including a diverse mix of industries, well-supported cultural arts institutions and a well educated workforce to spur economic growth, while addressing the needs of small and disadvantaged business enterprises (SDBEs) and special workforce populations such as the homeless, ex-offenders and low-income youth.

OEWD's Economic Development Division strives to maintain a comprehensive and responsive business development program to support business employment within the City of Durham. Effective business retention and expansion services focus on the provision of technical assistance to help businesses start, grow and be recruited. Partnerships in this regard, with many of the aforementioned community partners will be essential, along with coordination of other city departments. Another key component will be the assessment and evaluation of business services to ensure that they are relevant to meeting business needs. Also, the planned implementation of "Durham-Based Business Plans" is designed to build capacity in Durham small businesses to help them compete for contracting opportunities created by private sector growth in Durham, as well as public sector infrastructure projects.

SMALL BUSINESS ADVISORY COMMITTEE'S ROLE TO THE CITY OF DURHAM

The Small Business Advisory Committee (SBAC) provides an organized voice for small business with the City of Durham's Office of Economic and Workforce Development and the City Council on policies that impact small business. Through the Committee, the City of Durham connects small businesses to available resources in the community.

Small Business Advisory Committee Vision:

Recognizing that small business is the economic backbone of our nation, the Committee's vision is to be the premier provider of quality solutions to potential and existing small businesses' needs through consultation, education, referral, and support services. By providing these services through its interactive network of resource partners, the Committee promotes growth and prosperity in the domestic and international markets of the business community and enhances its economic impact on the City of Durham.

Small Business Advisory Committee Mission:

The mission of the City of Durham's Small Business Advisory Committee is to provide technical assistance to startup, existing and expanding small businesses/entrepreneurs in Durham, with a particular focus on businesses with 25 or fewer employees in order to maximize their business success and growth.

Through collaborative outreach, research and advocacy of innovative programs and economic development strategies to help small businesses, the Committee goes beyond the individual members' missions to enhance and help guide the Office of Economic and Workforce Development's work with Durham's small business community.

In its role, the Committee ascribes to the tenets of entrepreneurship by promoting a supportive and innovative business environment in the City of Durham by embracing key elements of a small business support system, such as striving to:

- | | |
|-------------|---|
| Advocate: | Advise City policy makers and the Office of Economic and Workforce Development processes from the private sector perspective. |
| Facilitate: | Work with entrepreneurial support organizations within the community to create an ecosystem of support that is coordinated and user-friendly. |
| Market: | Brand and guide marketing of the City of Durham as "open for business" with assistance from and by partnering with city departments, entrepreneurial support organizations and the business community. |
| Coordinate: | Utilize the City's resources applied to economic development in the most cost effective manner to strengthen the local business community now and in the future through recruitment, retention and expansion. |

Further, the Small Business Advisory Committee commits to uphold the City of Durham's Core Organizational Values.

City of Durham Values

Our Employees	Essential to our success Do the right thing for the right reasons Stewards of our community Maintain professional behavior and image Strive to exceed our internal customer's service expectations
Integrity	Honesty – consistently telling the truth Trust – keeping commitments and confidences Accountability – being responsible for our actions Respect – treating people the way we want to be treated A Strong Work Ethic – doing our best for the community
Customer Service	Constantly and consistently exceeding our customers' expectations Listening completely and understanding Responding and following through Patience and courtesy
Teamwork	Working together for a common goal Embracing diversity Being open to new ideas Finding strength in unity Recognizing individual strengths
Leadership	Recognizing that everyone is a leader Taking personal responsibility for our actions Being credible Leading by example Serving a higher purpose
Open Communication	Listening for understanding Being honest Respecting others' opinions Giving constructive feedback Knowing it is ok to say, "I don't understand" Knowing we communicate by our appearance, our action and our words
Fairness	Doing the right things for the right reasons Giving everyone the opportunity to grow and succeed Providing good services to ALL of our citizens Taking the needs of the organization and the employee into account

SMALL BUSINESS DEVELOPMENT

Small businesses play a fundamental role in local communities and their economies. They affect local competitiveness, diversify the economic base, and stimulate economic development. Specifically, they serve as:

Employer:	Small businesses create new jobs and play a significant role in hiring part-time workers and people entering the labor market for the first time.
Tax Revenue Generators	Small business development helps to increase and diversify the tax base, thus generating greater property and income tax revenues.
Economic Supporters	Small businesses are buyers and suppliers of local products and services. Moreover, income generated by small businesses generally remains within the community, creating a multiplier effect and increasing the wealth of the areas as a whole.
Property Owners and Renters	Small businesses lease space from local property owners and fill vacant storefronts downtown.
Providers of Economic Stability	Small, homegrown firms are, by definition, owned and operated by people who have a personal stake in the community, and are thus more likely to remain there.

(Source: International Economic Development Council- Entrepreneurial and Small Business Development Strategies)



Credit: Advanced Aerial Photography and the Durham Convention and Visitors Bureau

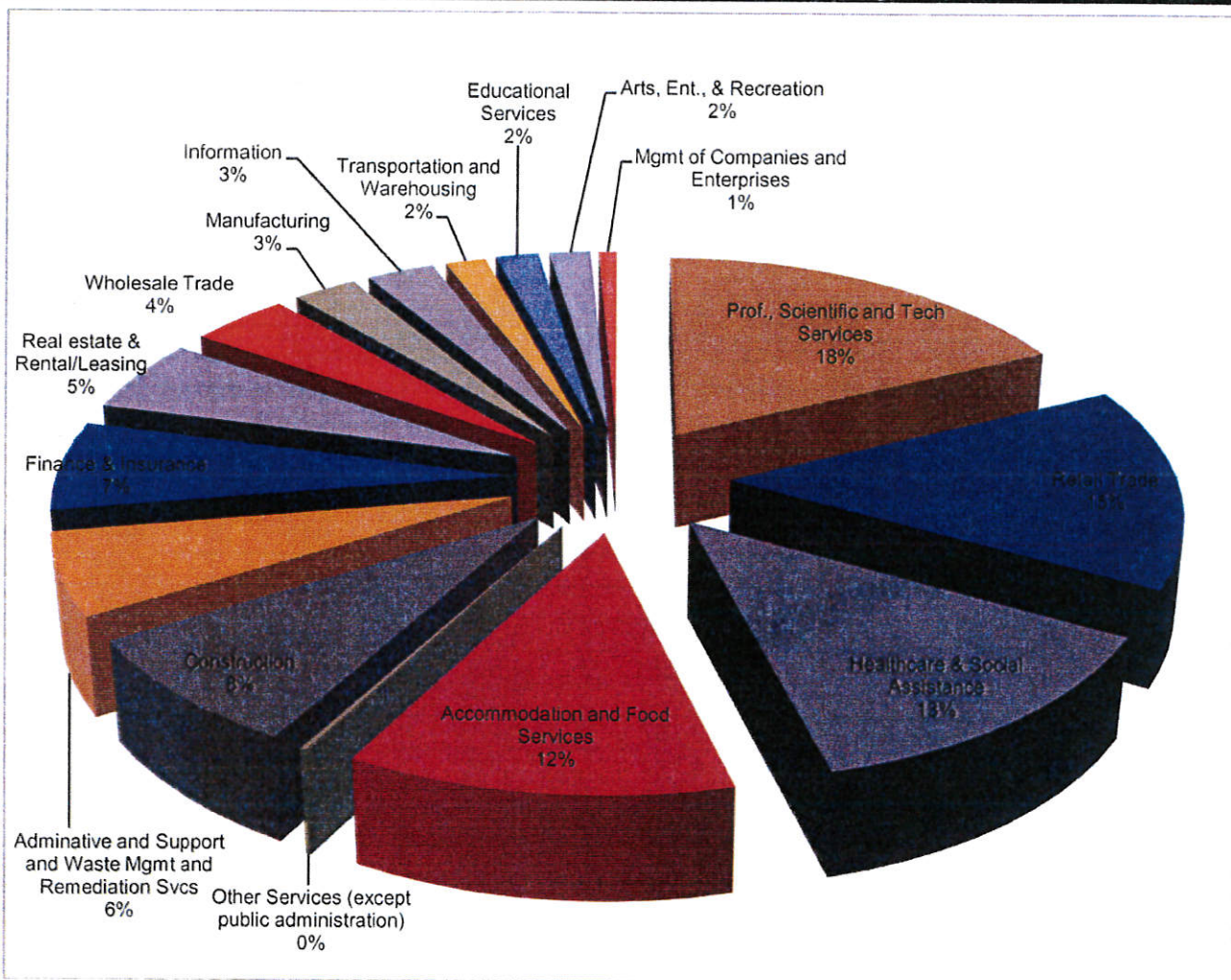
BACKGROUND

Small Business Demographics:

According to the U.S. Census Bureau's County Business Patterns, there were 6,073 businesses with 50 or fewer employees in Durham in 2009. Of these businesses, 3,186 had five or fewer employees. The 6,000+ small businesses were primarily concentrated in the following sectors: Professional, Scientific, and Technical Services (18%); Retail Trade (15%); Healthcare and Social Assistance (13%); Accommodations and Food Service (12%); and Construction (8%).

Chart 1: 2010 NAICS County Business Patterns

NAISC codes for small businesses with 50 or fewer employees in Durham County



Source: US Census Bureau's 2009 County Business Patterns (NAICS)

With more than 6,000 firms with less than 50 employees in Durham County, small businesses represent 95% of all firms and employ 163,018 people with a payroll of approximately \$9.6 million. The goal of the SBAC is to raise the visibility of small business, help facilitate

communication between the City of Durham and the broader small business community and promote a customer-centered business climate through well-informed organized advocacy.

In comparison with Durham's peer cities, Durham has more small businesses than: Augusta, GA; Jackson, MS; Montgomery, AL; Norfolk, VA; Richmond, VA; Shreveport, LA; and South Bend, IN. However, the data reveals that Durham has to continue to provide an inviting and competitive environment for small businesses.

Table 1:
2010 National City by City Small Business Breakout – 28 Benchmark/Peer Communities

City	Total (50 or fewer employees)	1-4 Employees	5-9 Employees	10-19 Employees	20-49 Employees
Augusta, GA	4,105	1,994	934	711	466
Baton Rouge, LA	11,418	5,796	2,567	1,777	1,278
Beaumont, TX	5,401	2,721	1,225	863	592
Birmingham, AL	15,509	8,045	3,365	2,440	1,659
Bridgeport, CT	25,739	15,239	4,980	3,343	2,177
Chattanooga, TN	8,113	4,048	1,804	1,339	922
Dayton, OH	10,851	5,177	2,473	1,904	1,297
Durham (City and County)	6,182	3,282	1,293	927	680
Flint, MI	7,556	4,009	1,645	1,217	685
Grand Rapids, MI	14,229	7,342	2,952	2,261	1,674
Greensboro, NC	12,389	6,694	2,497	1,864	1,334
Jackson, MS	5,444	2,994	1,114	809	527
Little Rock, AR	11,435	6,145	2,412	1,705	1,173
Mobile, AL	8,321	4,231	1,804	1,375	911
Montgomery, AL	5,258	2,535	1,194	911	618
Norfolk, VA	5,428	2,674	1,158	939	657
Raleigh, NC *	23,564	13,657	4,270	3,222	2,415
Richmond, VA	5,703	2,918	1,251	914	620
Rochester, NY	16,078	8,770	3,242	2,418	1,648
Salt Lake City, UT	27,102	15,881	4,848	3,751	2,622
Shreveport, LA	5,999	3,082	1,302	975	640
South Bend, IN	5,582	2,767	1,253	956	606
Springfield, MO	7,682	4,194	1,490	1,192	806
St. Paul, MN	12,223	6,549	2,372	1,976	1,326
Stockton, CA	10,216	5,535	2,113	1,520	1,048
Tacoma, WA	15,867	9,070	3,153	2,269	1,375
Tallahassee, FL	7,037	3,941	1,399	974	723
Winston-Salem, NC	7,779	4,257	1,575	1,105	842

* Notes:

1. Raleigh is significantly larger than Durham and not a true benchmark city; however, the City of Raleigh is included in this comparative due to its proximity to Durham.
2. The report utilizes the established national peer group of cities identified by the Durham Convention and Visitors Bureau on behalf of the Durham Public Information and Communications Council.

SWOT (STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS) ANALYSIS

Office of Economic and Workforce Development staff and the members of the Small Business Advisory Committee participated in an annual retreat to analyze the current climate for small businesses in the City of Durham. The findings are presented in the chart below.

Strengths	<ul style="list-style-type: none"> • City leadership • Small Business Friendly • Quality of small business resources • Dedication of small business resources • National entrepreneurial hub • Small Business Advisory Committee 	Weaknesses	<ul style="list-style-type: none"> • Communication between City departments and resource partners • Access to capital/funding for small businesses • Lack of web portal that serves as a "one stop" resource for small business • Communications with existing and potential small businesses on programs and services • Partnerships with fourth sector enterprises
Opportunities	<ul style="list-style-type: none"> • Public-private partnerships • Implement Strategic Plan • Enhanced resources to support small businesses/entrepreneurs in Durham • "Business to Business" small business network • Expand Export and International trade networks • Enhanced 	Threats	<ul style="list-style-type: none"> • Stringent qualifications for business financing • Lack of funding to implement initiatives and a staff position dedicated to small business concerns • Paradigm shift to change mindset to new economy-way to do business • Perception of unfavorable cost of doing business • Perception of small business owners not being prepared to commit to their businesses resulting in failure • Cost of commercial real estate

In general, the City of Durham has a favorable environment for small business by the diversity, quality and number and diversity of entrepreneurial assistance organizations located in the city. Durham has received numerous accolades for being "business friendly." However, a clear weakness is that many small business resources are unknown by the small business community because the services are not well disseminated and marketed. There is a compelling opportunity to create a web portal to serve as a "one-stop" resource.

CITY OF DURHAM GUIDING PRINCIPLE RELATIVE TO SMALL BUSINESS

Durham's citywide Strategic Plan is based on the Durham City Council's vision for the city. The Plan identifies five focus areas that the City Council and the City's management team will advance during a specified time period. The City's Strategic Plan serves as the blueprint for the Small Business Advisory Committee and the City of Durham's Small Business Comprehensive Plan.

City of Durham Strategic Plan Goal 1: A Strong and Diverse Economy

Maintain and grow a strong and diverse economy through a variety of businesses, industries, and employment opportunities for the community.

Outcomes and Measures:

- Mean Salary (Durham resident)
- Median Salary (Durham resident)
- Percent Growth in Tax Base
- Employment Growth
- Poverty Rate
- Percent of Jobs in Various Sectors

Objectives and Measures:

1. Target Business/Industry Recruitment Efforts
2. Ensure Well Trained, Qualified Community Workforce
3. Create a Favorable Development Climate
4. Encourage Retention and Expansion of Current Businesses
5. Leverage Local and Regional Workforce Development Partnerships

Initiatives:

- Identify Specific Target Industries to Actively Recruit, Incentivize and Retain (i.e., Green or Biotech industries)
- Evaluate the Effectiveness of Existing Incentive Policies and Programs
- Assess Existing Programs Supportive of Small Business/Start Ups to Determine Most Responsive Programs/Gaps that Need to be Addressed
- Expand Mayor's Summer Youth Works Program
- Identify and Implement Further Development Review Process Improvements
- Conduct an Annexation Study in Order to Promote a Strong and Diverse Economy

STRATEGIC GOALS OBJECTIVES, TASKS AND METRICS

Strategic Focus 1: Small Business Development

The Office of Economic and Workforce Development works in conjunction with its Small Business Advisory Committee members to effectively disseminate information to potential clients regarding education, training, counseling financial resources and spacing availabilities.

The Office of Economic and Workforce Development and the Small Business Advisory Committee members work jointly with clients to effectively resolve obstacles facing the small business owner.

In alignment with the City of Durham Strategic Plan, the Small Business Advisory Committee supports existing targeted companies in their expansion and growth needs, and attracts new targeted companies to the City. These goals are accomplished by implementing an aggressive business development program and developing strong relationships with the existing Durham County business community. The objectives of the Small Business Comprehensive Plan are listed below. The Small Business Comprehensive Plan positively enhances the City of Durham's programs and services to the small business community by:



Providing information in a more available and accessible format

Providing easier access to government and private sector contracting

Providing a "business-ready" checklist for aspiring entrepreneurs

Providing a "loan-ready" checklist for small business owners seeking financing

Providing a centralized location for information regarding training and workshops

Updating the web presence

GOAL ONE: Dissemination of Business Resources to Potential and Existing Businesses

To effectively provide vital business information to small businesses in the City.

Strategic Objective:

- To direct small business owners to the most appropriate organizations or institutions to meet their needs

Task 1: Update and disseminate the City of Durham's Small Business Resource Guide

Indicator: Completion of guide and dissemination in electronic format by August 31, 2013

Task 2: Establish an on-line "clearing-house" of information at about existing small business resources currently available in the City.

Indicator: Updated Website by August 31, 2013

Task 3: Enhance the dissemination of business resources, opportunities, and training via social media platforms. Social media is an effective tool when communicating with all identified small businesses. Twitter feeds, Facebook, LinkedIn profiles and YouTube channels will help us cultivate relationships, inform the community of trends and economic development activities, and promote the City of Durham's small business activities through new media.

Indicator: Refer twenty-five (25) small business clients to training workshops or other opportunities each fiscal year

Task 4: Perform an inventory of the resource partners and their services

Indicator: Electronic storehouse of resources available for small businesses by August 31, 2013

Task 5: Develop a coordinated approach to programming and marketing for special training events and workshops

Indicator: Development of a Marketing plan (including online and social media) to promote events targeting small businesses by October 31, 2013

Task 6: Develop a consolidated small business event calendar on the web portal and a proactive process to keep it updated

Indicator: Web-portal developed to host a training calendar of events incorporating events from resource partners by August 31, 2013

Task 7: Promote the advancement and development of Latino-based businesses in the City by aligning Committee programs and services to meet their needs

Indicator: Offering all publications in a bilingual format by June 30, 2014

GOAL TWO: Education and Training

To assist in the start-up, retention, and expansion of small businesses in the City's targeted areas.

Strategic Objectives:

- To collaboratively equip start-up and existing businesses with the tools needed to operate successfully.
- To collectively enhance the development of existing businesses at the community level.

Both the Office of Economic and Workforce Development and the Small Business Advisory Board encourage aspiring and existing entrepreneurs to obtain the education and training they need to develop a successful small business. There are a variety of education and training opportunities available in the community. For aspiring entrepreneurs, start-up and expanding small businesses, listed below is a partial listing of the resources in the community that can meet those needs.



Good Work, Inc.

Good Work, Inc. provides entrepreneurship and business skills training services geared toward motivated and creative individuals who want to strengthen or expand a business enterprise or organization. This non-profit organization offers short term and intensive training and tailor-made business assistance to Durham residents. Particular focus is on assisting minorities within the City's development areas and targeted communities for economic development.

PO Box 6013 Raleigh, NC 27701 919-817-8507 www.goodwork.org

NC Institute for Minority Economic Development

The NC Institute for Minority Economic Development provides financial training/education to minority business owners designed to increase credit scores, lower debt and enhance the probability of higher net worth among business owners. This non-profit organization offers short term and intensive training and tailor-made business assistance to Durham residents. Particular focus is on assisting minorities within the City's development areas and targeted communities for economic development.

114 W. Parrish Street Durham, NC 27701 919-956-8889 www.ncimed.com

Small Business and Technology Development Center (SBTDC) at NCCU

As an extension of the UNC university system, the Small Business and Technology Development Center (SBTDC) provides quality and targeted online training and education to meet the information needs of prospective and existing small business owners. The local office is located at North Carolina Central University. The SBTDC is the primary organization through which the state of NC provides counseling and assistance to the business community. SBTDC's core service is management counseling and technical assistance for existing small-to-medium size businesses. The SBTDC is a federally supported small business program that

channels the Small Business Administration's knowledge and resources to the Durham community.

NCCU School of Business 1801 Fayetteville Street, Willis Bldg. Durham, NC 27707
919-530-9386 www.sbtcd.org/nccu

Durham Tech's Small Business Center

As a part of Durham Technical Community College, the Small Business Center provides small business owners, business skills seminars, workshops and courses needed to start a new business. Both startup and existing entrepreneurs are served by the Small Business Center (SBC). The SBC serves as the first door that Durham business owners should enter for business training, counseling and referral needs.

400 W. Main Street Durham, NC 27707 919-536-7241 ext. 4505
www.durhamtech.edu/sbc

NCCU School of Business

North Carolina Central University's School of Business offers undergraduate and graduate degree programs as well as non-degree programs for both the aspiring and experienced entrepreneurs.

NCCU School of Business 1801 Fayetteville Street Willis Building Durham, NC 27707
919-530-6100 www.nccu.edu/business.htm

Duke University Fuqua School of Business

Duke University's School of Business offers undergraduate and graduate degree programs as well as non-degree programs for both the aspiring and experienced entrepreneurs.

100 Fuqua Drive Durham, NC 27708 919-660-7700 www.fuqua.duke.edu

SCORE

As a non-profit organization with retired business owners and executives volunteering their services, training is provided by SCORE to help small business owners get off the ground and grow their business through Webinars and online workshops. Business counselors are dedicated to providing the best possible service. Face-to-face or online, the counselors of SCORE are able and willing to aid in the success of small business. SCORE counselors provide in-depth, industry-specific business assistance to help evaluate a business idea or plan, stimulate business growth and ensure long-term stability.

1045 Estes Drive Chapel Hill, NC 27504 919-968-6894 <http://chapelhill.score.org>

City of Durham Office of Equal Opportunity / Equity Assurance

The Office of Equal Opportunity / Equity Assurance provides training to small business owners looking for ways to grow their business and learn the ins and outs of successful small business management. The Department of Equal Opportunity/Equity Assurance (EO/EA) implements the City's Equal Business Opportunity Ordinance. This ordinance underpins the Equal Business Opportunity Program (EBOP), which is designed to provide city contracting opportunities for socially and economically disadvantaged persons doing business in the city's contracting market place.

302 E. Pettigrew Street, Suite 180 Durham, NC 27701 919-560-4180
<http://durhamnc.gov/ich/as/eoea/>

Task 1: Identify and coordinate the platform for web-based training and webinars as part of the service portfolio to small businesses

Indicator: Co-sponsor 5 webinar and/or online training seminars in collaboration with resource partners each year by June 30th

Task 2: Establish working relationships with global corporations, private sector companies, and quasi-government service providers to provide professional development training opportunities for small business owners in diverse areas (e.g., ecommerce, capital access, government contracting and procurement, etc.)

Indicator: Refer 20 clients to training opportunities with documentation provided by collaborating partners by June 30th of each year

Task 3: Co-sponsor two "Small Business Symposia" to better connect entrepreneurs and small business owners and operators with business resource folks of all kinds (financial experts, alternative lenders, marketing and management experts, and more).

Indicator: Completed by June 30th of each year with documentation of Registration materials and attendee survey results

Task 4: Collaborate with entrepreneurial support organizations to develop a "Business Ready" series of seminars or workshops to prepare aspiring small business owners for entrepreneurship.

Indicator: Deliverable of a series of training seminars focused to prepare potential entrepreneurs with a solid foundation of small business concepts and skills. Plan due by January 31st of 2014.

Task 5: Co-sponsor training seminars for small business owners to understand fourth sector enterprises and their potential impact on economic development in the City.

Indicator: Research the NC Fourth Sector plan and host a planning retreat to familiarize Small Business Advisory Committee members with the results by November 30, 2013.

To co-facilitate two (2) workshops per year starting in the 2013-2014 fiscal year (July 2013-June 2014)

GOAL THREE: Financial Assistance

To assist with the assessment of capital needs for the start-up, retention, and expansion of small businesses. Primary focus is on businesses that create jobs in Durham's Targeted Community Development Areas and stimulate the revitalization of neighborhood retail districts.

Strategic Objective:

- To provide access for small businesses to sources of capital.



Securing financial capital for small business start-up and expansion is a major obstacle for small businesses. Conventional lending institutions consider loans to start-up and rapidly expanding small businesses too risky, since often small businesses lack collateral, significant credit history, and / or a solid business plan. Frequently, this is the case with businesses located in distressed areas. Many of these businesses finance their business with personal funds and loans from family and friends.

A network of community stakeholders, representing both public and private entities, will be crucial to the success of small businesses in securing business financing. Awareness of community resources that provide access to capital or other financial incentives is critical to business owners, such as:

- 1) Financial resources, such as the SBA Microloan program, NC Rural Economic Development Center's Capital Access program, the City of Durham's Office of Economic and Workforce Development's business incentive programs, Durham Downtown, Inc. and Self-Help Credit Union, etc.
- 2) Management assistance providers, such as Good Work, NC Institute of Minority Economic Development, Inc, Small Business Center at Durham Tech, and Small Business and Technology Development Center (SBTDC).
- 3) Federal Government grants and loans.
- 4) Mainstream commercial lenders.

The Office of Economic and Workforce Development (OEWD) may provide economic development incentives to eligible projects that support and assist in the creation, retention or expansion of businesses in Durham and broaden employment opportunities for residents throughout the city. Information regarding business incentive programs from the City of Durham's OEWD can be found at <http://durhamnc.gov/ich/cb/owd/Pages/Businesses.aspx4>

- Task 1: Market the Office of Economic and Workforce Development's grant programs.
- Indicator: Refer five (5) small businesses to apply for the incentive programs by June 30th of each year
- Task 2: Create a Financial Services Subcommittee to the Small Business Advisory Group consisting of commercial loan officers from banks, venture capitalists, and other finance-related entities
- Indicator: Subcommittee convened by October 1, 2012 (Accomplished)
Committee meeting agendas/minutes and membership roster
- Task 3: Co-sponsor a Venture Capital & Angel Investment Forum showcasing emerging growth companies and exposure to venture capitalists, fund managers, and private equity investors.
- Indicator: Co-sponsor one forum by June 30th of each year
- Task 4: Connect small businesses, with financing needs under \$50,000 with local micro-lenders.
- Indicator: Refer twenty (20) small businesses to appropriate financial institutions for financing needs by June 30th of each year
- Task 5: Obtain business financing or loan checklists from financial institutions for small business owners to utilize to ensure that they are "application-ready" in their pursuit of financing.
- Indicator: Web portal redesigned by August 31, 2013
- Task 6: Develop an online referral system on the web portal to direct small business owners to financial institutions and other organizations providing business loans or other financing mechanisms
- Indicator: Web portal statistics on number of site visits referred to collaborating partners
- Task 7: Co-sponsor two (2) financial seminars per year for small business owners to meet with representatives to learn about their business loan products
- Indicator: Seminars conducted by June 30th of each year
Registration forms and seminar collaterals

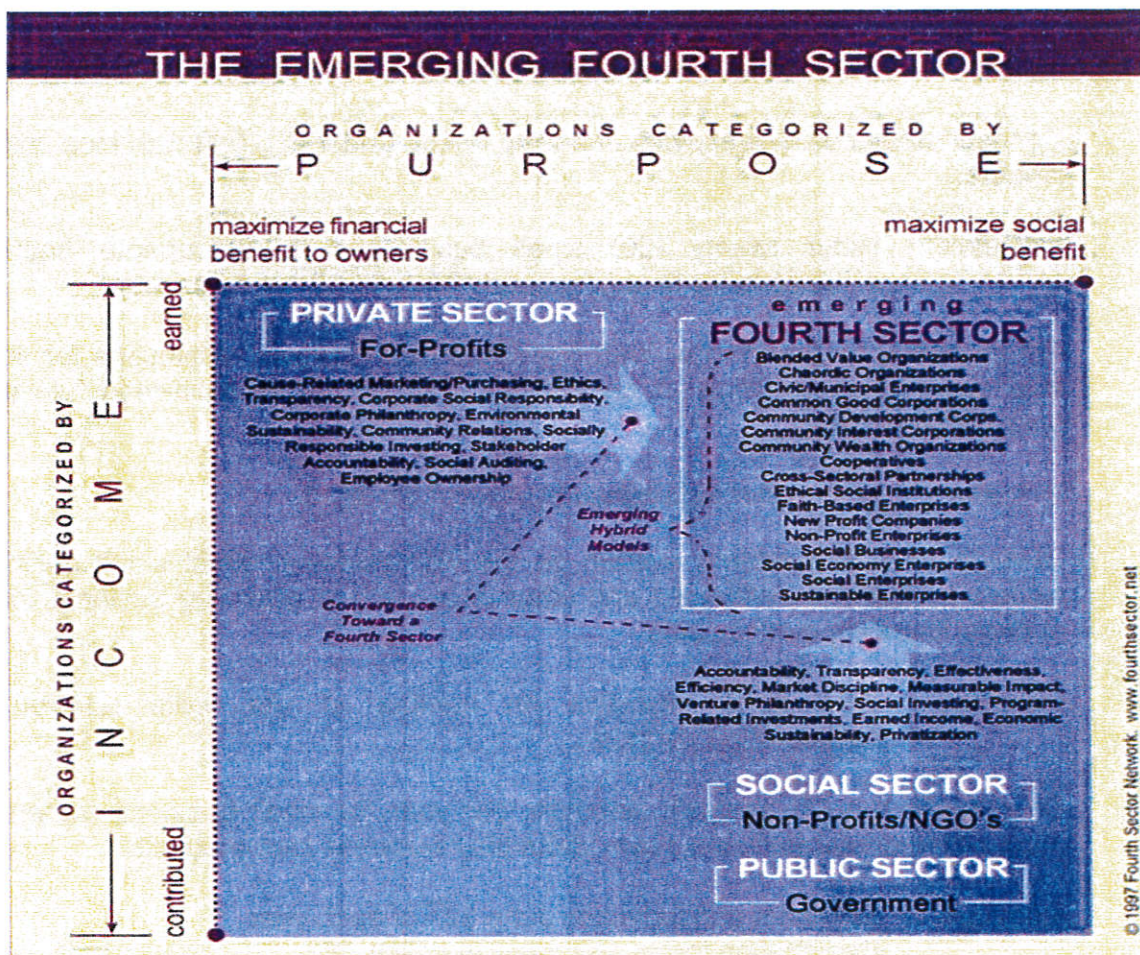
GOAL FOUR: Development of Fourth Sector Cluster Initiatives

To strengthen the Small Business Advisory Committee's capacity to to advance a cluster-based strategy to fourth sector economic development, job creation and community problem-solving.

Strategic Objective:

- To promote economic expansion, job creation, and community problem-solving across the City by accelerating the growth of fourth sector enterprises and enhancing their effectiveness and impact

The Fourth Sector includes social enterprise, sustainable enterprise, green business, triple bottom line business, etc. Fourth sector enterprises create jobs and spur economic development while advancing innovative solutions to the nation's pressing social and environmental problems, including healthcare, education, energy, poverty and others.



By supporting the development of the fourth sector, government can accelerate economic recovery while simultaneously addressing its other key priorities. Advantages to such a strategy include:

- Fourth sector enterprises lower the costs and reduce the burden of government by leveraging private resources and solving social and environmental problems that would otherwise fall on government's shoulders.
- Fourth sector enterprises reduce or eliminate the need for long-term public funding because they advance self-sustaining, market-based solutions.
- Fourth sector enterprises are outcome oriented and have the same commitment and accountability to the public good as we expect from non-profits and the public sector.
- Fourth sector enterprises can fill niches and develop new markets where traditional business models cannot succeed by paving the road for commercial enterprises to enter those markets (e.g. microfinance and organic agriculture).
- Fourth sector enterprises can help revitalize economically distressed regions by building social, human, cultural as well as financial capital.
- Fourth sector enterprises promote social inclusion and economic participation of marginalized communities.
- Fourth sector enterprises can provide quality, sustainable jobs with superior wages, benefits, and labor conditions because of their inherent commitment to values. They are also great vehicles for job training and skills development for displaced or disadvantaged populations.
- Fourth sector enterprises can be a less costly vehicle for government investment of recovery funds because their capital structures can allow for lower profit margins.
- Fourth sector enterprises provide ongoing financial and other resources to the non-profit sector through the excess profits they generate, providing a multiplier effect for each dollar invested. For example, Newman's Own, an all-natural food social enterprise, has donated all \$265 million of its profits to nonprofits for the past 26 years.

The fourth sector goes hand-in-hand with social innovation—innovative ideas, strategies, technologies, and methods for solving social and environmental problems. While not all social innovations lend themselves to market-based approaches, those that do are best deployed through fourth sector enterprises in order to achieve alignment between the mission and the organizational structure that delivers it. Traditional for-profit, non-profit and governmental models have inherent structural limitations that often create mission vs. market tensions that handicap social innovators and entrepreneurs.

(Source: *The NC Fourth Sector Cluster Initiative* – <http://www.fourthsectornc.org/index.html>)

- Task 1: Strengthen the Small Business Advisory Committee's capacity to engage, collaborate and coordinate with fourth sector stakeholders in order to foster a favorable and supportive environment within the City of Durham
- Indicator: Sponsor 1 orientation session for SBAC members and other stakeholders each year
- Task 2: Assist in recruiting fourth sector enterprises to the City of Durham in partnership with community organizations (i.e., Chamber of Commerce, Good Work, Downtown Durham, SBTDC, etc).
- Indicator: Assist three (3) fourth sector enterprises per year beginning in July 2014.
- Task 3: Assess and/or establish the fourth sector as an economic development cluster in the City by researching its potential impact and identifying barriers.
- Indicator: Conduct research study to identify existing fourth sector assets in the City by June 30, 2013
- Task 4: Develop marketing materials to assist in communicating about the NC Fourth Cluster Sector
- Indicator: Collaterals and marketing materials developed by June 30, 2013
- Task 5: Co-facilitate a NC Fourth Cluster Sector workshop to market social entrepreneurship to interested small business owners
- Indicator: Co-sponsor 1 Fourth Cluster Sector workshop by June 30th of each year starting in FY 2013.



Strategic Focus #2: Relationships and Partnerships

Increasingly, supporting entrepreneurship is an economic development strategy with potential to revitalize regional economies and, at the same time, open windows of opportunity for individuals previously left out of the mainstream economy. The Small Business Advisory Committee currently works with a range of local and regional partners engaged in entrepreneurial assistance to develop relevant skills for starting up and growing enterprises. The aim is to build knowledge and capacity which can be shared and sustained by institutions at local level over the long term. These relationships and partnerships are a way to leverage the energy of local and regional resources so that more people decide to become entrepreneurs, more of those entrepreneurs succeed, and more enterprises expand and create quality jobs.

GOAL FIVE: Connecting to Workforce Development

To strengthen the Small Business Advisory Committee's relationship to Workforce Development

Strategic Objectives:

- To increase the number of businesses that use the JobLink system to recruit and hire.
- To increase the level of business awareness of and satisfaction with the Job Link System in Durham County.
- To increase the level of publicly funded Incumbent Worker, Paid Work Experience, on-the-Job-Training and Customized Training performed by small businesses in Durham County.
- To expand the understanding of how partnerships can link capital, business development services and market access— thus enabling entrepreneurs to build high-growth and high-impact ventures.

The Small Business Advisory Committee will work collaboratively with the Workforce Development section of the Office of Economic and Workforce Development to maintain a comprehensive and responsive business development program that will support business employment opportunities within the City.



The City of Durham's Office of Economic and Employment Development is the administrative entity for the Durham Workforce Development Board. The Durham Workforce Development Board's mission is to plan, facilitate, and coordinate a workforce development system that is responsive to the needs of job seekers and employers through the development of a skilled, productive, and competitive workforce for Durham and surrounding areas.

The Office of Economic and Workforce Development on behalf of the Durham Workforce Development Board, receives Workforce Investment Act Title 1-B funds from the U.S. Department of Labor through the State of North Carolina Department of Commerce to support Adults, Dislocated Workers, and at-risk Youth between the ages of 14 and 21. We also work in partnership with the State of North Carolina Employment Security Commission, Durham County Department of Social Services and several other private and public partners to provide business and job seeker services through the Durham JobLink System. These services are provided to the universal population of businesses and job seekers in Durham County, regardless of income, career background or career objective. Throughout this document the OEWD efforts in support of this initiative will be referred to as services and support by the Durham Workforce Development Board (DWDB).

The Durham Workforce Development Board (DWDB) can support companies with the following programs:

- Registration of all job openings at the JobLink Career Center – The JobLink Career Center brings together an array of services to help residents find employment and to assist area employers in filling job openings. Jobseeker services: JobLink resources and on-line electronic services, job search assistance, career development counseling, educational information and financial assistance, support services, and specialized services. Business services include: electronic services, labor market information, recruitment assistance, outplacement assistance, education and training resources.
- Job Fairs and Recruitment Events – The DWDB can sponsor these on behalf of a company and work in conjunction with staff to plan and implement the event. The event can be held at the company site, the JobLink Career Center or another site.
- Human Resource Development training – DWDB partners with Durham Technical Community College to provide Job Readiness training for low-income under-skilled individuals seeking to join the Durham workforce.
- Customized Training – Customized training will allow a company to train potential employees on specific skills required to do a job. In some cases the training/course may already exist but that need to have information added, deleted, or modified to meet their specific need. In other cases, a course can be developed from “scratch” to meet the specific need. The employer works closely with DWDB and education partners (commonly the Community College System) to establish minimum guidelines for the intended audience. The DWDB covers the cost of participants attending the customized training sessions.
- On-the-Job Training - The On the Job Training process allows the Durham Workforce Development Board to reimburse an employer for up to 50% of an employee's salary for up to six months. The amount of On the Job Training for a particular job depends on the skill level required to adequately perform the job. In determining training time for a specific job, the Office of Economic and Workforce Development will use as a starting point, an average training time established for each Specific Vocational Preparation. The Specific Vocational Preparation levels and associated job codes are standards set by the Department of Labor. The Specific Vocational Preparation code

will indicate the maximum number of training hours allowed for an occupation type. The average time allowed for On the Job Training is between 200 hours and 840 hours*.

- Incumbent Worker Grant- The Incumbent Worker program provides funding to established Durham, North Carolina businesses to provide educational and skills training for their current workers. The program is designed to benefit business by enhancing the skills of employees, increasing employee productivity and the potential for company growth.

Task 1: Determine baseline impact data from 2011 with regard to the number of small businesses that recruited and hired individuals and compare with 2010 data to determine trend direction.

Indicator: Facilitate the creation of ten (10) jobs by small businesses by June 30th of each year, beginning in July 2014

Task 2: Through efforts such as workforce development plans, recruitment events and job fairs, increase the number of businesses that recruit and hire through the JobLink.

Indicator: Refer five (5) small businesses to JobLink per year for recruitment assistance by June 30th of each year

Task 3: Partner with workforce and education professionals to select and deliver workforce assistance services that are responsive to the needs of area businesses and help Durham provide world class talent as an economic driver for its innovation economy.

Indicator: Co-sponsor one (1) Small Business Workshop on the City's Workforce Development programs and services by June 30th of each year

Task 4: Ensure that the advisory board members are knowledgeable about the City's Workforce Development initiatives.

Indicator: Conduct one (1) overview session for the SBAC per fiscal year.



GOAL SIX: Connecting Small Businesses to Neighborhoods

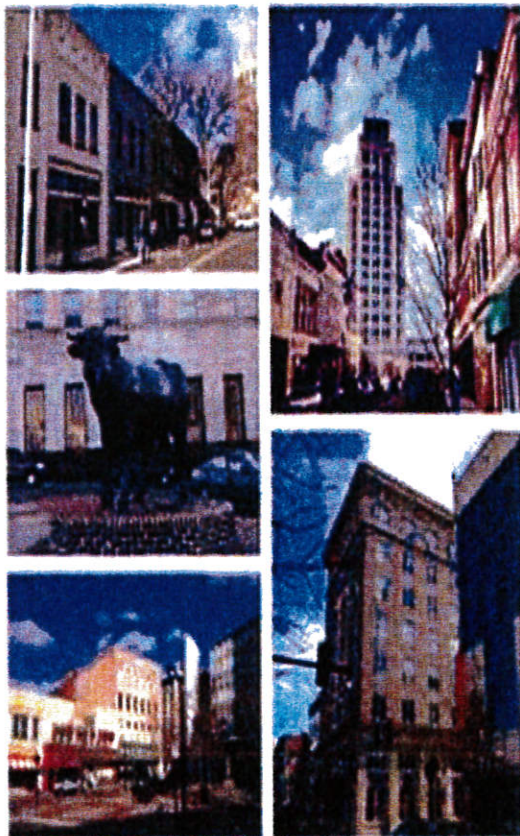
To build the Small Business Advisory Committee's capacity to facilitate relationships between businesses and the neighborhoods.

Strategic Objective:

- To identify opportunities for business start-up, retention, and expansion in targeted neighborhoods.

The Office of Economic and Workforce Development Neighborhood Assessment Plan was completed in March 2006, with a focus on Old Five Points, Northeast Central Durham and the Fayetteville Street Corridor neighborhoods, indicates that neighborhood study areas are best suited for providing the neighborhood-level retail and service opportunities for local residents.

The market and anecdotal data indicates there are opportunities to attract some additional neighborhood-level commercial development and smaller employment-generating operations into the area. Most notably, there are opportunities to attract medical services and eating and drinking places into each of the three neighborhoods. Residents in the neighborhood study area should also be able to support new day care facilities, computer sales & repair shops and apparel stores. In addition, there are opportunities to attract small industrial users into certain areas of the neighborhoods, building on existing employment clusters. For example, an effort can be made to recruit additional automotive service businesses to further build the critical mass of repair/service facilities. This clustering has the potential to attract additional businesses, such as parts suppliers, to serve the cluster.



Below is a detailed accounting of these uses.

1. Industrial Users

In terms of the industrial market, certain parts of the neighborhoods are suitable for attracting smaller, locally-owned industrial users. The Pettigrew Street Corridor opportunity area was cited more than once as a location for potential revitalization as an industrial center for businesses.

2. Medical Services

All three neighborhoods are underserved in outpatient medical care. Although the Lincoln-Duke Urgent Care facility is located on Fayetteville Street, there is still a need for various doctor offices in the area. The real estate market analysis indicated there are no specialized practices and only a few primary care physicians within the study area. Given the demographics, there is a demand for additional health care including gynecologists, geriatricians and pediatricians. The population likely could also support additional dental practices.

3. Professional Services

Old Five Points/Northeast Central Durham and Fayetteville Street Corridor are also underserved in professional services. The data indicate there is only one lawyer's office in the neighborhoods and no financial services. At a very basic level, neighborhood residents have to travel to use a bank. Being located adjacent to downtown should make these areas attractive to such uses by providing a cheaper alternative to legal and financial companies looking to be close to downtown. This is particularly true along East Main Street and Old Five Points, which are within walking distance to the government center complex just inside the Loop. Targets should include small lawyers' offices, accountants, financial advisors and at least one bank.

4. Day Care Facilities

The real estate analysis indicates only four day-care facilities are operating in the Old Five Points/Northeast Central Durham and Fayetteville Street Corridor neighborhoods. Given the number of single-parent households (2,445) and the number of children under the age of four (2,193), the data suggest that additional day-care facilities would be successful in this area. However, it is important to account for the modest incomes of these neighborhoods. Most households likely cannot afford traditional day care facilities.

5. Automotive Services

The assessment indicates that there is a cluster of automotive repair and service businesses in the neighborhoods. This cluster provides an opportunity to attract additional automotive service not currently operating in the area. Furthermore, this cluster also provides key job opportunities for local residents. Training and mentoring apprenticeship programs would bolster the employability of local residents at these businesses.

Retail Strategy

The retail market analysis identified several opportunities to attract additional/expanded retail offerings into the Old Five Points/Northeast Central Durham and Fayetteville Street Corridor neighborhoods. While the retail recruitment strategy should concentrate in these areas, this list should not be viewed as exhaustive. No retail business should be overlooked as the community moves forward. Below is the detailed listing of the short-term opportunity targets.

1. Home Furnishing/Home Goods Store

The data indicate there is unmet demand for textile goods (rugs, pillows...), flooring, appliances and housewares in both the Northeast Central Durham and Fayetteville Street Corridor PTAs. To this end, there is an opportunity to attract a neighborhood-level home-furnishing/home goods store into the area. This store should provide a showroom-style layout, offering products related to furnishing a home. This effort could be in concert with one of the many construction companies already in the area, offering them a place where customers could come to see the products they offer. The store likely will not be larger than 6,000 SF to 7,000 SF.

Location: East Main Street Corridor, Pettigrew Street Corridor, Hayti Commercial District

2. University-Related Bookstore/Technology Store

There is a disconnect between NCCU and the surrounding commercial districts. As mentioned earlier, NCCU studies show that students spend 85% of their discretionary income outside the Fayetteville Street Corridor neighborhood. The data reveal that there is unmet demand for bookstores, jewelry, electronics, music, specialty gifts and computer equipment (housewares) in the Fayetteville Street PTA. As such, there is an opportunity to attract a non-university-related bookstore/campus shop that sells school text books as well as other items of interest to college-aged consumers. Most notably, this store can provide computer sales and service for NCCU and Duke students as well as the local community. The store should be between 5,000 SF and 10,000 SF.

Location: Hayti Commercial District, South Fayetteville Street

3. Day Care Facilities (Personal Care Services)

The data indicate that the neighborhoods are underserved in personal care services. Among the most needed of personal services is day care. Only four professional day care businesses operate in the two trade areas. As such, there are limited opportunities for local residents to find professional day care near their homes. Furthermore, demographic data indicate there are approximately 2,200 single-parent households within the three neighborhoods and more than 2,200 children under the age of 5-years. It is likely these parents seek in-home day care and/or day care near their place of work.

The assessment recommends targeting additional professional day-care providers into both Northeast Central Durham and Fayetteville Street Corridor.

Location: East Main Street Corridor, Hayti Commercial District

4. Sit-Down Eating & Drinking Places

The data indicate that most of the opportunity areas are adequately served with eating & drinking places. However, almost all of these businesses are fast-food/take-out restaurants. There is a very limited selection of family or sit-down restaurants in these neighborhoods. As such, there is an opportunity to attract a sit-down style restaurant into specific areas of the neighborhoods. Most notably, the Hayti Commercial District and the East Main Street Corridor opportunity areas have the greatest potential, with access to NCCU, the Durham Freeway and downtown Durham. However, there is an opportunity to attract neighborhood-level eating & drinking establishments to the Old Five Points area.

Location: Hayti Commercial District, East Main Street Corridor, Angier/Driver Intersection, Old Five Points

5. Specialty Food Stores

The data suggest that the population in the Northeast Central Durham PTA is well served by grocers. However, most of the grocery sales are occurring outside the neighborhood boundaries along Miami Boulevard. Furthermore, the Compare Foods grocery will be closed due to the improvements to Alston Avenue. As such, there are opportunities to attract neighborhood-scale grocery/eatery stores into the key intersection areas of Northeast Central Durham. Marketing should be done to attract small deli-style butcher/sandwich stores to the other intersection areas. Most notably,

there has been interest from local residents in the Old Five Points area to improve the eating opportunities in the neighborhood.

Location: Old Five Points, Angier/Driver Intersection, East Main Street Corridor

6. College-Oriented Entertainment Venues

Students and faculty from NCCU have noted that there is a lack of entertainment in and around the university. A university-based study indicates that approximately 85% of discretionary spending by NCCU students is done outside the Fayetteville Street Corridor PTA. As such, there is an opportunity to attract entertainment venues that cater to college students and faculty.

Location: Hayti Commercial District, South Fayetteville Street

7. Apparel Stores

The market data indicate there are sufficient apparel stores within the two primary trade areas to satisfy local demand. However, the data also indicate that this supply is concentrated outside the key neighborhood areas. The survey performed by NCCU shows that most of this supply is located in The Village shopping center along Miami Boulevard. In addition, these stores (Family Dollar, Maxway), only offer a specific clothing option. There are very few specialty clothing stores, particularly stores that cater to men and children. To this end, the consultant believes there are opportunities to market the neighborhoods to apparel stores that provide a slightly higher quality product than the typical Family Dollar store. While the opportunities range across all apparel types, shoes stores, men's stores and children's stores are particularly lacking in the Northeast Central Durham and Fayetteville Street Corridor neighborhoods. Some of this opportunity is for sporting goods and related apparel.

Location: East Main Street Corridor, Hayti Commercial District

8. Hair Care Services and Suppliers

Similar to the vehicle repair and maintenance segment, the Northeast Central Durham and Fayetteville Street Corridor neighborhoods have a high concentration of hair salons and barber shops, which likely cater to a larger clientele base reaching beyond the primary trade area. These businesses tend to be independent stylists, not associated with national chains. As such, the clustering of these businesses provides opportunities for the City and the Fayetteville Street Corridor CDC to target other industries that support these businesses, such as beauty care product and equipment suppliers. Another opportunity to explore would be a barber college, where graduates have access to several shops and salons to potentially find work.

Location: Hayti Commercial District, South Fayetteville Street, Old Five Points, Angier/Driver Intersection, East Main Street Corridor

Task 1: Convene strategic conversations with PAC leaders, neighborhood leaders, community organizations and Small Business Advisory Committee members two times per year and brainstorm to identify and develop enterprises.

Indicator: Participate in 1 Citywide PAC meeting every six months in a fiscal year.

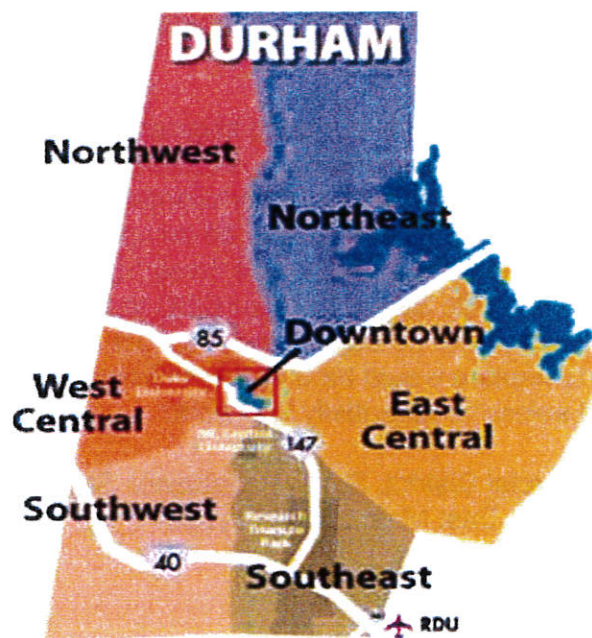
Send event notifications to the PAC leaders for dissemination to their constituents

Task 2: Assist businesses to identify available retail and commercial properties in the targeted areas.

Indicator: Refer ten (10) small businesses to commercial real estate resources, including Downtown Durham, by June 30th of each fiscal year, beginning in FY 2014

Task 3: Provide opportunities for existing business in the targeted neighborhoods to participate in the revitalization efforts by conducting biannual update meetings to communities on existing and pipeline projects. This will cultivate local entrepreneurs as developers, business owners, employees of the new businesses and occupants of any new residential investment.

Indicator: Facilitate two "town hall" meetings in each target area by June 30th of each fiscal year



Credit: Durham Convention and Visitor's Bureau

GOAL SEVEN: Partnering with Small Business/Entrepreneurial Support Agencies

To strengthen the Small Business Advisory Committee's knowledge and understanding of small business issues and needs.

Strategic Objective:

- To guide small business owners/clients to appropriate business support services.

The Office of Economic and Workforce Development and the Small Business Advisory Committee are committed partners to the success of small business owners. As part of this dedication, we partner with resource agencies to offer assistance to businesses of all sizes to help them move, start, and grow in Durham.

Our resource partners provide facilitation and guidance to new businesses interested in establishing operations in Durham, and to existing companies seeking assistance on a diverse set of issues.

Durham is home to a number of Small Business/Entrepreneurial Support Organizations that are ready to assist small businesses and entrepreneurs. Each organization has specific areas of expertise and support services aimed to assist businesses at different stages of development. Through collaborative outreach, research, and advocacy for innovative programs and economic development strategies to help small businesses, the Committee goes beyond the individual members' missions, to enhance and help guide the Office of Economic and Workforce Development's work with Durham's small business community.



These organizations provide a portfolio of services, including:

- Free one-on-one business counseling
- Free access to business information
- Training programs and opportunities
- Access to capital/business financing
- Procurement opportunities
- Small business advocacy
- Marketing strategies
- Free business plan counseling/coaching
- Networking opportunities

At present, the Small Business Advisory Committee meets on a monthly basis to continually improve, measure, evaluate and report the quality, productivity and impact of the Committee's small business initiatives.

- Task 1: Identify what areas of expertise are lacking within the network and recruit partners who could fill those voids
- Indicator: Ongoing task
- Task 2: Identify organizations to provide technical assistance to veteran and/or service-disabled veteran-owned businesses.
- Indicator: Partner with 1-3 veteran-serving support organizations by June 30, 2013
- Task 3: Establish partnerships with organizations involved in international trade (export-import development) to provide technical assistance for small businesses.
- Indicator: Partner with 2-3 export/import organizations by June 30, 2013
- Task 4: Develop strategies to identify and/or enhance international trade opportunities for Durham-based small businesses.
- Indicator: Report due December 31, 2013
- Task 5: Identify resource partners that can assist small businesses with "greening" their businesses and improve their carbon footprint.
- Indicator: Identification of resource partners by June 2013



GOAL EIGHT: Strengthening “Business to Business” Strategic Partnerships

To strengthen interaction with the appropriate representatives of the Durham County Government, corporations, universities, and other business-to-business entities

Strategic Objective:

- To create a community of businesses that connects, supports and transacts with one another and enhances the Durham-Based Business Plan.

In the new knowledge economy, the principles of business strategy are being transformed. Instead of a focus on physical assets and economies of scale, the drivers of success reside in connectivity and intangibles. Businesses increasingly need to develop and manage complex ecologies or organizations around themselves so as to succeed. Strategic alliances enable business to gain competitive advantage through access to a partner's resources, including markets, technologies, capital and people.



Developing strategic business partnerships should be part of every small business owner's growth plan for the company. A strategic business partnership has several benefits for the companies involved including: access to existing customers, quick penetration into new markets, enhanced branding, and others that may not be so apparent such as cost reduction benefits from utilizing a partners employee base or getting price breaks from suppliers due to an increase in orders to fulfill new demand.

Task 1: Collaborate with the local, state and federal government entities on procurement processes for small businesses

Indicator: Co-facilitate 1 government procurement workshop each fiscal year
Co-facilitate 1 business tax workshop each fiscal year

Task 2: Identify Durham-Based Businesses to create a system, including an online web presence, to facilitate a pipeline for contracting and procurement opportunities

Indicator: Provide online link on the web portal by June 30, 2014

Task 3: Strengthen the Small Business Advisory Committee's connection to “Business-to-Business” entities, with particular focus on Skanska, Barnhill, etc.

Indicator: Co-sponsor a “Construction Industry” procurement fair each year

Task 4: Cultivate a partnership with the NC Military Business Center on military contracting opportunities for small business

Indicator: Co-sponsor a Military procurement fair by June 30th of year

CITY OF DURHAM ACCOLADES

- #3 Best Place for Business and Careers by Forbes Magazine March 2009
- #3 Best City to Ride out a Recession by Business Week, October 2008
- Durham, NC metro area 6th best performing metros in the country by the Milken Institute, November 2009
- Durham ranked #9 on the list of hottest job markets by BizJournal, September 2008
- Durham MSA, #10 medium-sized metro (175,000-500,000 residents) for women entrepreneurs by Allbusiness.com, November 2006
- Ranked #11 medium sized MSA for Best Places to Do Business by Newgeography, December 2008
- Durham [sic] tied for #11 on the list of the "Best Cities" for Business - the measurement was actually of MSAs by Market Watch by December 2010
- #12 Top 100 places to live and launch your own business by Fortune Small Business, March 2008
- 15th best mid-sized metro in which to launch a small business by CNN Money October 2009
- Durham, NC was listed as one of 20 Cities Surviving the Recession by Yahoo Finance, May 2010
- The Durham, NC MSA ranked as the 23rd Best Place for Business and Careers by Forbes April 2010
- #26 City Where Business Opportunity Is Greatest For Growing Companies by Expansion Management.com's 2007 Mayor's Challenge, August 2007
- Durham Ranked the 31st Best Place for Business and Careers by Forbes, June 2011
- Durham, NC MSA ranked highest paying in the South by Triangle Business Journal, May 2011
- Durham was ranked #37 on Businessweek's list of 'America's 50 Best Cities' by Businessweek, September 2011
- 45th healthiest large labor market in the U.S. by the U.S. Bureau of Labor Statistics, November 2009
- Durham, #45 Hottest Business Market in the Country by Inc. Magazine, April 2007

DURHAM-BASED BUSINESS ACCOLADES

- Semprius Named to List of Top 10 Emerging Technologies by Technology Review, May 2012
- Quintiles ranked fourth in Information Week's annual rankings of the 500 top technology innovators by Information Week, September 2011
- LaunchBox Digital Ranks Fourth Nationally Among Startup Accelerators by Tech Cocktail, May 2011
- McKinney ranked the best place to work for 2010 by Advertising Age, September 2010
- Ryan Allis and Aaron Houghton, co-founders of iContact, were named two of the top 30 under 30-America's coolest young entrepreneurs by Inc. Magazine, July 2010.
- Burt's Bees was ranked #1 in a Green Brands Survey of U.S. consumers by Green Brands Survey, June 2010.
- iContact the #1 Email Marketing Service Provider and Resource for Web professionals by Website Magazine, February 2010
- Lenovo - #1 PC manufacturer by Technology Business Research, June 2008.
- Bowe Bell + Howell, a leading provider of document processing and postal solutions, has been ranked as being among the nation's top 125 companies for employer-sponsored training and development by Training Magazine, February 2008.
- Durham-based Motricity, one of the OnHollywood Top 100 Private Companies by AlwaysOn, May 2007
- Inspire Pharmaceuticals, #3 best place to work in the life science industry by The Scientist, May 2007
- Duke University and Health System Named a Top Family-Friendly Workplace by Carolina Parent Magazine, August 2011.

